

Destination Management Plan

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Abstract

Activity 3.2 aims at creating and reinforcing a multidisciplinary network for the promotion of the local destinations as well as at identifying the means and coordinate the efforts in mutually reinforcing actions. The objectives of the activity have been achieved through the activation of local public-private management groups leading to the development of a Management Plan of the Destination. The partnership developed this document in order to promote the benefits and values for all the stakeholders involved in the network, through the identification of common and achievable objectives of sustainable tourism for the destination area and the designing of shared strategies for the pursuit of these objectives.

Guidelines for the implementation of the activity have been developed by PP1 – responsible for the realisation of the WP – alongside a template including the core elements to be inserted in the drafting of the Destination Management Plan.

PP1 – Municipality of Rovigo

Aim of the Management Plan

The Destination Management Plan is a document aimed at promoting benefits and values for all the stakeholders involved in the network, to be publicly presented and mainstreamed both vertically and horizontally, in order to enhance its collective impact. Within the Plan, the multidisciplinary network identifies common and achievable objectives of sustainable tourism for the destination area and designs a shared strategy for the pursuit of those objectives.

Destination Management (DM) = coordinated management of all the elements that make up a tourism destination. The aim of the DM is to lead and coordinate activities under a coherent strategy in the pursuit of a common goal.

The document defines:

- Objectives
- Strategies

The Plan takes on the results of the preliminary analysis of the destination, by analysing the strengths, weaknesses, opportunities and threats (SWOT analysis) of the Destination with regard to sustainable tourism. The SWOT analysis represents the basis for the definition of informed objectives and related strategies for the valorisation of the destination areas.

The Municipality of Rovigo involved the Convention & Visit Bureau of Rovigo – an organisation whose aim is to connect private and public entities for the promotion and valorisation of the province as a touristic destination – in the activity, identifying an opportunity to merge the objective of the project HISTORIC, in particular those related with the development of the Destination Management Plan, with an ongoing initiative of promotion of the territory of the province – *Marchio d'Area terre tra Adige e Po*. The combination of all existing and coherent tools for the valorisation of the cultural/environmental/historic heritage of the destination area helped to enhance the impact of the foreseen activities while avoiding the fragmentation of initiatives that insist in the same territorial context.

Organisational and Management model

What has been outlined in the context of the network bears extreme witness to the need for the different territories to equip themselves with a new system for governing and managing promotion, a model capable of borrowing interests and actions in a manner consistent with the peculiarities of the territory itself.

This need has prompted localities, territorial ambits, districts, but also interprovincial and interregional territories and inter-provincial and inter-regional areas to think, no longer in terms of areas delimited by administrative borders, but following a broad vision of territory capable of bringing together several actors, public and private, around articulated and interrelated objectives.

This overall strategic vision, which looks to the future of the destination, finds its model in the dual approach of Destination Management and Destination Governance. Territories or territorial areas of a wider area, being in continuous evolution, must therefore have to change their organisations and the way they govern/manage the promotion tourism promotion in favour of the "destination" concept where each territorial sphere, unlike from the concept of location, allows for a new, more dynamic relationship between the different attractive factors.

Also the Veneto Region, with Regional Law no. 11/2013, induced the actors of the various Local Tourism Systems to change approaches and organisations, no longer able to cope with a much wider and more diversified tourist demand.

According to the different territorial areas and related thematic criteria (STT, Thematic Tourism Systems) 16 DMOs (Destination Management Organisations) or OGDs were recognised in Veneto (Destination Management Organisations) all organised in the form of a Table of without legal personality, with the exception of the DMO Dolomiti, which chose the form of a public-private consortium, in line with the development of promotion, consolidated in years of experience of strategic aggregation between the two systems.

As a result of subsequent regulatory developments, another form of aggregation was also established functional to the organisation and management of particular areas characterised by peculiarities geographical, historical-artistic, economic and tourist peculiarities: the AREA MARK.

OGDs and AREA BRANDS are ORGANISATIONAL INSTRUMENTS that are responsible for defining the strategic lines of promotion of the territorial area or destination and to carry out these strategies (offer, promotion and marketing) directly or indirectly, through external indirectly, through external subjects with specific and functional skills to achieve the objectives.

With regard to the territory of the province of Rovigo, the Strategic Plan of the OGD "Po and its delta", whose actions are aimed at the entire delta area and a number of municipalities along the Po River shaft, a homogeneous territorial sphere in terms of environmental and cultural specificities.

Stakeholders' network

Local public bodies

Municipality of Arquà Polesine, Municipality of Badia Polesine, Municipality of Bagnolo di Po, Municipality of Canda, Municipality of Casteljuglielmo, Municipality of Ceregnano, Municipality of Costa di Rovigo, Municipality of Frassinelle Polesine, Municipality of Fratta Polesine, Municipality of Giacciano con Baruchella, Municipality of Lendinara, Municipality of Lusia, Municipality of Pettorazza Grimani, Municipality of Pincara, Municipality of Polesella, Municipality of Rovigo, Municipality of Trecenta, Municipality of San Bellino, Municipality of San Martino di Venezze, Municipality of Villadose, Municipality of Villamarzana, Municipality of Villanova del Ghebbo, Province of Rovigo

Territorial entities

Chamber of Commerce Venice Rovigo

Trade associations, foundations, cultural bodies, etc.

Fondazione Cariparo, GAL Polesine Adige, Confcommercio Province of Rovigo, Confcooperative Rovigo, Confindustria Venezia Area Metropolitana di Venezia e di Rovigo, Confagricoltura Rovigo, Confesercenti Venezia Rovigo, Rovigo Convention & Visitors Bureau, Accademia dei Concordi, C.U.R. (University Consortium of Rovigo), Conservatorio Musicale "F. Venezze", Fondazione Rovigo Cultura, Fondazione per lo Sviluppo del Polesine, Studio Ruzza

The above listed stakeholders include the participants to the coordination meetings for the planning and designing of the Marchio d'Area; considering the pluriennial development of the *governance* tool, the participation of other additional local stakeholders is not to be excluded.

SWOT analysis of the Destination

Strengths

- Numerous natural resources (rivers, canals, rural environment)
- Varied architectural resources (Veneto villas, historic palaces, churches, industrial archaeology)
- Numerous elements of museum resources
- Richness of cultural events
- Rich music heritage
- Production of typical local products
- Slow mobility paths of regional, national and international relevance (paths, bike trails)
- Good infrastructures for wheeled vehicles
- Good quality of hosting and hospitality

Weaknesses

- Scarce usability of the natural resources
- Scarce usability of the architectural resources
- Scarce usability of museum resources
- Scarce intermodality of transports
- Insufficient train/water connections
- Scarce knowledge of the extra-provincial territories
- Lack of territorial identity
- Lack of an organised touristic information
- Absence of web portals of the destination
- Absence of governance from institutions and local socio-economic components

Opportunities

- Increase of slow tourism demand
- Increase of tourism demand of proximity
- Strategic geographic position
- Presence of 2 local action groups
- Presence of the Regional Park of the Po Delta
- Significant increase of cultural tourism demand
- Increase of tourism demand towards less crowded areas

Threats

- Closeness to tourism localities that are already well positioned in the market
- Exclusion from the tourism circuit due to a higher visibility of close sites
- Economic crisis and uncertain perspectives from an economic and touristic point of view connected to the post Covid 19 emergency
- Evolving tourism demand with reduced loyalty

Definition of the objectives

General aim of the initiative is to create an organised, rich and differentiated offer, that is able to become an attraction all year round for different types of visitors, as well as to create a brand that, by including the distinctive aspects of the reference territory, can support the construction of a comprehensive distinctive and quality image for the valorisation of the entire province of Rovigo.

Objectives

Objective 1: Valorisation, promotion and commercialisation of the natural, cultural, wine and food resources, of business tourism (meeting industry), and of sustainable tourism.

Objective 2: Identification of new modalities of public-private management of cultural and natural resources deemed important and currently little accessible.

Objective 3: Brand creation and awareness – creation of an area trademark that integrates the distinctive factors of the reference territory in a constructive dialogue with the DMO “Po and its Delta” in order to build a comprehensive IMAGE of quality and uniqueness.

Objective 4: Creation of an AREA touristic observatory (statistics on flows, market analysis and customer satisfaction) and organisation of an informative/hospitality network.

Objective 5: Training of operators in the tourist sector and of the local population.

Objective 6: Infrastructural enhancement.

Objective 7: Enhancement of the service and events offer.

Objective 8: Enhancement of the receiving tourist structures.

Definition of the strategies

Actions for the pursuit of the objectives of sustainable tourism and valorisation of the destination area

Objective 1 – actions:

- 1.1 Creation of sustainable tourism proposals (offer) aimed at enhancing the key products identified combined with current and potential services.
- 1.2 Definition and positioning of the Area's tourism offer in such a way as to create a virtuous connection with other intra-provincial and inter-regional destinations/territories.
- 1.3 Development and/or creation of promotion and marketing tools, especially digital, on the one hand to really support the traveller and on the other to favour the integrated management of information and proposals concerning the offer (integration with regional digital systems).
- 1.4 Development of the promotion and marketing network with definition of roles and operational coordination between the operators of cultural sites and related events and those involved in tourism promotion/marketing.

Objective 2 – actions:

- 2.1 Identification of public-private synergies aimed at creating new modes of management jointly to overcome the critical issues related to reduced usability.
- 2.2 Definition and adoption of new organisational methods aimed at the rapid exchange of information on projects, proposals, events between the various public-private subjects involved in the MoA.

Objective 3 – actions:

- 3.1 Design and development not only of (off-online) tools aimed at promoting the Area Brand, but above all of new tools capable of presenting a coordinated image of the offer of the entire Polesine area, overcoming the criticalities linked to obsolete tools that are of little use to travellers. To this end, a constructive dialogue with the OGD "Po and its Delta" is necessary.
- 3.2 Encouragement to define virtuous management methods for the exchange of information between Area Mark and OGD "Po and its Delta" also thanks to the technical devices offered by the Veneto Region (DMS), to support processes for the creation of complementary projects and products also by experimenting innovative models of dynamic packaging and marketing networking.

- 3.3 Development of promotion/marketing actions with other neighbouring destinations (Colli Euganei/Padova, Verona, Vicenza, Chioggia-Venezia, Treviso-Belluno) also through techniques of cross-selling.

Objective 4 – actions:

- 4.1 Improvement of the procedures for the statistic survey of tourist flows and for their sharing among the public-private subjects adhering to the AT.
- 4.2 Planning and periodic elaboration of specific market analysis and research, indispensable to define marketing policies for key products, also in relation to other observatories regional, national, foreign.
- 4.3 Definition of questionnaires to be submitted to travellers at the various sites.
- 4.4 Coordination of an informative network (IAT and InfoPOINTS)

Objective 5 – actions:

- 5.1 Support for the training of public and private operators with regard to tourism legislation regional regulations and how to participate in regional/national calls for tenders.
- 5.2 Training of tourism operators and transversal sectors regarding: knowledge of the area specific area resources and key products, foreign languages, use of IT systems and in particular those related to web-based promotional marketing.
- 5.3 Training of the resident population (non-profit associations, etc.) regarding the main resources (natural, cultural, food and wine) aimed at integrated information and the growth of the area's identity process.

Objective 6 – actions:

- 6.1 Studying and drafting complementary projects to the Strategic Plan of the AT, aimed at the valorisation of natural and historic-artistic-cultural sites of strategic relevance (e.g. provincial bike plan for the improvement of the cycle-tourism infrastructure).

- 6.2 Improvement of the public-private transport services for both internal movements in the territory, and for the extra-province touristic hospitality.
- 6.3 Project support aimed at improving the intermodal connection (e.g. bike-train, bike-boat, train-bus, bike-bus).
- 6.4 Technical support for the inclusion of itineraries and paths in regional, national circuits and coordination in the

Objective 7 – actions:

- 7.1 Creation and/or development of services supporting the touristic offer (equipment for cultural laboratories, technical assistance, wellness).
- 7.2 Increasing of cultural, music, sport events and creation of incentives to attract the organisation of enterprise events (meeting industry).

Objective 8 – actions:

- 8.1 Improvement of hotel and complementary facilities with quantitative and quality of the offer, with particular regard to standards relating to the environmental sustainability of services.

PP3 – ESU Venice

During the preliminary phase, the knowledge received was unfortunately made of little use by the ongoing pandemic which had, among other effects, the power to completely change the scenario. In general, there has been a resurgence of the pandemic during the winter months for the years 2020, 2021 and for the part of 2022. During the spring and especially the summer months, the pandemic granted an illusory respite, allowing a recovery in terms of turnover, but with a real and objective capacity for planning in the short, medium and long term.

In fact, the pandemic caused by Covid 19 has in fact profoundly changed the reference framework that arises from the analysis of the indicators presented below. The collapse of the flow of visitors to Venice, the closure of schools, the current tools for containing the virus define an unprecedented and still widely moving picture.

Stima del livello di contrazione della spesa turistica per regione

Anno 2020. Valori assoluti in euro

Regione	Spesa turistica
Veneto	2.861.503.796
Lombardia	2.452.776.475
Toscana	2.259.130.618
Lazio	2.144.646.076
Emilia-Romagna	1.595.451.269
Trentino Alto Adige	1.306.484.909
Campania	972.305.060
Piemonte	690.994.341
Sicilia	689.214.677
Liguria	587.837.936
Puglia	529.440.747
Sardegna	367.200.362
Umbria	339.369.111
Marche	303.532.387
Friuli-Venezia Giulia	279.873.976
Calabria	227.854.758
Abruzzo	212.065.897
Valle d'Aosta	139.792.347
Basilicata	116.274.293
Molise	18.213.074
ITALIA	18.093.962.110

Fonte: Elaborazione su dati Demoskopika, Istat e Banca d'Italia.

The graphs reproduced above clearly indicate the trend of tourist presences, and the relative expenditure, in Italy at the time of Covid.

Before Covid, the tourist movement in Venice was in strong growth, even if the November waters triggered a significant negative trend. Another central element in the debate on Venetian tourism was the discussion on overtourism, and on Venice's ability to withstand a constantly growing number of tourists, especially compared to the intrinsic fragility of the city itself. Nonetheless, it is still worthwhile to trace a synthetic analysis of the data produced below.

As for the reference context, it is difficult to keep in mind a data in this case useful for our analysis. Hospitality was a constantly increasing item, with around 400,000 accommodations available and around 35,000 accommodation establishments up to 2018, but it represents an important basic data. The other items (tourist flow, employment in tourism, tourism rate, social imprint) will be subject to a profound change, of which it is not yet possible to define a fixed point.

On the other hand, the contents relating to the ecological footprint are good.

The considerable amount of green areas, possible places for proximity tourism, to which cultural destinations will certainly be added. Tramo of proximity, conscious tourism, have been identified among the main assets of the next future tourism.

For museums it is therefore essential to activate tools for the development of local tourism, and in this case, even if in different ways, the Altino and Torcello Museums could draw new energy from a closer, harmonious and collaborative relationship with entrepreneurial realities. more sensitive to issues of sustainability and accessibility, and with the numerous and active local communities of reference in the area.

SWOT analysis based on the collected data

- National Archaeological Museum and archaeological area of Altino:

PREMISE

The framework for a comprehensive SWOT analysis is currently still very mobile. Part of the following analysis was performed, as well as through the data taken from the questionnaire of the "Historic" sites, also from conversations held remotely with the manager of the museum structure.

STRENGTHS

In pre-Covid times, the number of visitors has grown.

The Altino complex is within a circuit of cycle paths: it is close to the Sile cycle path, there is a project to create a link between the cycle path and the archaeological area.

Itinerary project: the landing of Altino, a boat leaves from the Museum that goes around the islands, including the island of Torcello. The same itinerary can be thought of by rowing.

The two itineraries represent an already sustainable way of traveling: slow, it allows you to appreciate the northern lagoon; to have a day or more to be able to enter the landscape, an added value that must be greatly developed in the proposal

Possibility of triggering a participatory process; from this point of view, the experience of ethnographic museums and ethno-anthropological demos is useful.

The current pandemic situation allows us to enhance the development of local tourism.

The facility has a visitor mailing list.

There are tactile laboratories.

Good relations with the entrepreneurial fabric, especially with a network of small entrepreneurs (local hoteliers, shops).

POINTS OF WEAKNESS

It is not possible to communicate and involve the buried city, which justifies the presence of the museum and the archaeological areas.

In general, the communication processes can be improved.

Little energy for the communication of the site by the public administrations of the territory.

Lack of a visitor mailing list.

OPPORTUNITIES

It must be communicated that the Archaeological Park can be reached by already existing cycle paths.

Much attention was paid to the relationship with the local community.

Practices of inclusiveness have been strengthened: offering the museum experience to those with various kinds of difficulties, but also making the place accessible to those who do not know it exists.

Ratification of the Faro Convention as a process to bring the local community closer to the contents of the Museum.

In 2021, the 1700th anniversary of the foundation of Venice falls, and several initiatives will be activated, which will also concern the Torcello Museum, which houses several materials referable to Altino.

THREATS

COVID-19

No relationship of affection on the part of the local community for the new Museum, they were more linked to the old Antiquarium.

Little energy for the communication of the site by the public administrations of the territory.

Little or no wi - fi and telephone coverage. At present, any multimedia device must be thought off-line or with an internal transmitter.

Torcello Museum

PREMISE

The reference framework for a comprehensive SWOT analysis is currently still very mobile. Part of the following analysis was carried out, as well as through the data taken from the questionnaire of the "Historic" sites, also from conversations held remotely with the person in charge of the museum structure.

STRENGTHS

One of the places of destination of Venetian tourism.

Itinerary project: the landing of Altino, a boat leaves from the Museum that goes around the islands, including the island of Torcello. The same itinerary can be thought of by rowing.

The water circuit is essential, especially through small groups and slow times.

The community, numerically limited, but which represents a basin of memory; it is an absolutely rooted and particular community, and can be emphasized in the story, in the experience of the island.

POINTS OF WEAKNESS

The tourist visits are very quick and mainly focused on the basilica, compared to the museum.

Little involvement of local entrepreneurs.

OPPORTUNITIES

The investee company that co-manages the site could collect e-mails and addresses from visitors.

For Torcello, one of the key words is "proximity: development of tourism and cultural products designed for small numbers in a situation of slow use.

Enhancement of environmental qualities, especially in terms of open spaces, which with the context - Covid will acquire further significance

Ratification of the Faro Convention as a process to bring the local community closer to the contents of the Museum.

In 2021, the 1700th anniversary of the foundation of Venice falls, and the administration is asked to submit projects; for the Tor-cello Museum it is an important occasion, it is considered the Mother of Venice. To create a further link, several materials referable to Altino are kept in the Torcello Museum.

THREATS

COVID-19

Marginality with respect to links.

DEVELOPMENT OF THE MANAGEMENT PLAN

Identification of the points of value (cultural, historical, environmental) of the destinations to be promoted.

Premise

The union between the two museums is given by the lagoon, through a spatial and temporal portal. The two museums run embraced.

Cultural: institution itself in the museum, protectors of memory on the territory, recount the origins of Venice.

Historical: the museum of Torcello is part of a larger architectural complex, Altino gives voice to a more contemporary sign in the territory.

Environmental: Venice lagoon, for Altino the strong land-water relationship, for Torcello full lagoon, for Altino it is a game of hide and seek with the surrounding environment, underneath there is a city, it is an archaeological area, and in the near future it will be the relationship with the local community that was implemented through agricultural activities.

Identification of the socio-economic values of the pilot sites for the destination

In our case, the socio-economic values of the two pilot sites have some evidence in common and others that distinguish them.

Common values:

- sites with low population pressure;
- a scarce community of reference proximity;
- greater presence of visitors from outside the municipalities to which they belong;
- need to strengthen water connections;

Difference values:

- proximity attractors (Quarto d'Altino for the Altino Museum, Venice for the Torcello Museum);
- presence near reception destinations;
- integration with other cultural values of integration (eg Basilica of Torcello).

- Integration with environmental values (cycle path for the Altino Museum).

Destination Management Plan

General objective: lowest possible tourist impact and relationship with the local community, which must be valued in a two-way way: tourist towards the community, community towards the tourist.

Objective: to keep the tourist in the area as much as possible.

What do I offer to keep the tourist in the area? A unique experience. For example, going out at dawn with the fishermen, narrating in the presentation the work on the roots, common to all. Think about packing some family memories to share, even if from very different countries. Listen and speak.

I offer a journey into taste between Roman times, the Middle Ages and the present, a 3-day experience, to be agreed with restaurants and private homes, dinners based on historic recipes that will be told starting from the museum.

Enhance museum knowledge for the local community.

Sustainability, in every sense, cannot be separated from a central focus on the older population.

- Definition of a strategy (and operational actions) for the pursuit of the objectives.

The best strategy concerns the possibility of giving the museum system of Altino and Tor-cello, in addition to the diversity, of physical, cultural and environmental connections. For example, it is necessary for the container, in this case the lagoon, to become contained, even in its most hidden aspects. From the meetings with the local realities, for example, two elements emerged above all: the special silence of the lagoon, which is not silence, both for the presence of the airport and because the sound of the lagoon, in the wake-edge, in the song of the birds of the valley draws its own identity, both in the element that constitutes the salt marshes, which for those who live closest to the areas covered by the project they know very well: mud.

Operational actions:

- First of all, it is reasonable to think that the main glue of the various operations, both from a logistical point of view and from a symbolic point of view, and from a place where local communities meet, must be the museum. It is therefore proposed that the two museums also become territorial interpretation centers, referring to the ecomuseum methodology. The first operational action could be the construction of a community map, so it becomes the first expression. We can then think of a soft management model,

based on the modalities of the Parabiago ecomuseum, which acts as a facilitator of initiatives, as well as a promoter.

- Also on the basis of the evidence and the results of the community map, the first impact is the offer of a model - lagoon that gives the tourist the opportunity to know the territory adequately with a minimum presence of at least two nights and three days .

- Slow-moving experiential tourism is proposed:

Day 1: for example, an outing to discover the sandbanks and mud, the real element on which Venice is built and which can only be seen here; Venetian rowing experience; experience of typical lagoon fishing methods; lunch with lagoon cooking experience;

Day 2: entirely dedicated to archeology, with the same modes of transport up to Altino; visit to the Altino Museum, to the area of the future archaeological park,

The best strategy for pursuit:

- the objectives of supporting the creation of a collaboration between local actors (public and private) for the management of sustainable tourist destinations and the development of a common method for the management of sustainable tourism products and the launch of a "Product Club "For sustainable tourism, in the archaeological areas and museums of Altino and Torcello;

- the creation of a support service for the involvement of local communities in the archaeological areas and museums of Altino and Torcello for the implementation of the activities envisaged by WP3 "Activation of Local Communities

- Transposition of the governance structure defined within the Management Charter

PP4 – Municipality of Medulin

1. KNOWLEDGE TRANSPOSED FROM THE PRELIMINARY PHASE

The conducted analyzes point to the following strategic context for the future development of tourism in the Municipality of Medulin:

- The municipality of Medulin is one of the oldest and most tourism-intensive tourist destinations in Croatia, and tourism is based on its location and natural values, dominated by the length and ambient value of the coast and the Kamenjak peninsula;
- The municipality is part of the wider destination system of Southern Istria, and especially with the area of the City of Pula it forms a system that is recognized by the market as an integral destination. Within such a system, the Municipality of Medulin has so far been predominantly oriented towards the accommodation component, and less towards other elements of the tourism value chain, and especially the lack of content intended for visitors with higher paying power;
- Until now, tourism has been based on a highly seasonal model of exploitation of the main season, which in a period of high global tourism growth (tourist arrivals and prices), easy accessibility and thus growing market potential for sun and sea products was sufficient for the expectations of all stakeholders, and there was no the real imperative to expand the tourist season;
- In such a situation, the Municipality of Medulin aimed at tourism development with the aim of increasing the volume of the existing product with minor qualitative improvements, because this was the most opportune approach for local stakeholders due to a series of favourable circumstances. However, already in 2019, the existing tourist model was saturated and growth stagnated;
- Indicators of the sustainability of the tourist destination Medulin point to a serious danger of the continuation of the tourism model that prevailed until 2019, above all, further uncontrolled construction of accommodation capacities;
- Long-term global trends in the development of tourism go in the direction of increasing ecological sustainability and delivery of authentic experiences, and in order to maintain and improve the tourist position of the Municipality of Medulin, the same principles must be applied to all aspects of tourist development;
- With regard to the current state of sustainability of tourism and the aesthetics of the area, the Municipality has favourable circumstances in a relatively small area, a favourable configuration of the

terrain and a large number of tourism-related stakeholders. For these reasons, the Municipality can make important qualitative changes in this segment in a relatively short period of time;

- Tourism is one of the economic activities most affected by the COVID 19 pandemic, and the general view is that the effects will be long-term and significant. Due to the decline in the number of arrivals and, as expected, a longer-term decline in prices, the level of well-being generated by tourism will fall on the entire Croatian coast. For this reason, intensive work on product improvement, stronger market differentiation and extension of the season becomes a prerequisite for reaching the previous levels of the economic effects of tourism;
- Although the advances in the development of tourism products achieved in the last 20 years cannot be disputed, they started to happen in the construction of attractions that should serve for the development of other products, and less so in the sun and sea segment;
- Newly created attractions need the completion of infrastructural construction (entertainment, bicycle and pedestrian paths, start of work on quality) and marketing superstructure (so-called soft product development related to binding suppliers and product packaging);
- The views of local stakeholders largely coincide with the results of the analysis and dictate the following:
 - o Concentrate on improving marketing, especially its online component, and start systematically working on quality;
 - o As part of the offer of sun and sea products, improve the beaches and their offer and solve the infrastructure for the entertainment of children and young people;
 - o In addition to the product of sun and sea, further develop the infrastructure for inclusion in regional tours and products of sports preparations, special interests based on activities on water and land, and short vacations;
 - o To devote intensively to the development of events with the potential of generating tourist arrivals in the Municipality;
 - o Connect more strongly to the cluster of South Istria in terms of product development and tourism marketing.

2. DEFINITION OF SUSTAINABLE TOURISM OBJECTIVES

The goals of tourism development are primarily motivated by the expectations of local stakeholders towards increasing the economic effects of tourism in a long-term sustainable way, i.e. increasing local well-being in a way that does not endanger resources for future generations, as it follows from the definition and principles of sustainable tourism development. In this sense, the following tourism development goals of the Municipality of Medulin are set until 2027, or for a longer period where it is specifically indicated:

- **Raising the quality of all types of accommodation to the level of half of all accommodation capacity at the level of at least 4*;**

Accommodation is the most important link in the tourism value chain and therefore the starting point for the formation of the quality level of the overall destination, which determines the ranking of the ambitions of entrepreneurial initiatives of other links in the value chain. The focus of this goal is on the introduction of rules into spatial plans related to the possibility of realizing new buildings (first of all, the prevention of rapid construction of multi-apartment buildings on the site of former houses), as well as active management of the quality of private accommodation facilities. In the segment of collective accommodation capacities, according to the announcements and plans of the existing players, a significant improvement in quality is expected with a consequent quantitative reduction of camping capacities, which is a realistic assumption considering the significantly lower required investment compared to hotels.

- **Increasing the income of tourist entrepreneurs per night to HRK 300 by 2027;**

Today's income of tourist entrepreneurs of the Municipality of Medulin per night is HRK 205 and is in a significant increase compared to 2014. With regard to the economic structure of the municipality's tourist offer, the increase in the income of entrepreneurs implies a significant qualitative repositioning of leading entrepreneurs, new quality projects of collective accommodation capacities and new quality entrepreneurial ventures in other elements of the value chain (e.g. entertainment, recreation). Considering the information about AHG's existing investments (which, according to recent information, have already raised the camping accommodation structure of this provider to the level of 36% of capacity for 2021 at the 4* level with a further ambitious investment plan), this is a realistic goal until 2027.

- **Reaching the total utilization of beds in accommodation of 20% (full season of 75 days) by 2027 and 25% (full season of 90 days) by 2035;**

A goal connected with today's main weaknesses of the Medulin Municipality destination, which are related to the seasonality curve and the annual occupancy of accommodation capacities. In 2019, the occupancy of the total accommodation capacity in the Municipality of Medulin was 16.7%, which is below

the level of South Istria (19%) and the County of Istria (22.5%). The target occupancy values basically mean that by 2027, the Municipality of Medulin would approach, and by 2035, overtake the average occupancy of accommodation facilities in the County of Istria. This goal implies the strengthening of the existing product, but above all the stronger development of tourist products in today's pre- and post-season (primarily May and October, and then other parts of the year).

- **Improving the aesthetics of the space and the state of the infrastructure systems in order to deliver "green and sustainable destination" positioning.**

Considering the density of accommodation in the Municipality of Medulin as well as the key global trends in tourism development, i.e. the increased demands of the upcoming market, this is one of the most important long-term goals of the tourism development of the Municipality of Medulin. The area of the municipality is not large and with more than 200 inhabitants per square meter, it has all the predispositions to arrange and make almost the entire area of the municipality accessible for tourism. Except towards the end market, this initiative will significantly increase the Municipality's credibility with potential customers investors.

- **Increasing the satisfaction of stakeholders in tourism and visitors of the Municipality of Medulin as an important aspect of a long-term sustainable and quality destination.** This goal entails the need for continuous monitoring of the satisfaction of local residents and visitors to the Municipality, which is part of the management recommendations in the Strategy for the Development of Tourism in Southern Istria until 2027.

3. DEFINITION OF STRATEGIES (AND OPERATIVE ACTIONS) FOR THE PURSUIT OF THE OBJECTIVES

The operational program of tourism development of the Municipality of Medulin is formulated in such a way as to lead to the realization of the vision of the destination and the planned strategic goals based on leading strategies. Considering the state of the tourism system of the Municipality of Medulin and the trends in external conditions presented in the analytical chapters of this strategy, the first priority are strategies related to product development.

In formulating the operational program, the Municipality of Medulin has a number of operational starting points that essentially dictate and thus facilitate the planning process:

- The umbrella master plan for tourism development of the Istrian County 2015 - 2025 has already laid the foundations of 11 operational strategies for the entire county, as well as once again confirmed the production commitments of its tourist clusters;

- The strategy and operational program of South Istria is a planning document that is implemented in time coordination with this Strategy (it is completed at the same time with the same time horizon). In addition to the strategic framework of cluster tourism development, the activities that should be carried out at the cluster level are specified, which identifies the activities that must be focused on independently by all local self-government units involved;
- The previous general development strategy, as well as the tourism development strategy, already outlined a large number of projects that, for various reasons, were not fully realised, but work on part of the priority projects has already begun;
- The activities of the leading provider of collective accommodation are already moving in the direction outlined by the proposed strategy, and it can be counted on that the goal related to the quality of collective accommodation will be fulfilled by 2027.

In contrast to the approach of forming a general and tourism strategy for the previous period, which was based on an extensive catalogue of projects in a relatively short period, this Strategy takes the approach of a smaller number of projects, but with the goal of a significantly higher degree of their realisation.

3.1. Improving the quality of sun and sea products

3.1.1. Value chain assessment and product development objectives

- A tourist product that generates 85-90% of commercial tourist overnight stays (2.1-2.3 million in 2019) in the area of the Municipality and around which most of the area's entrepreneurial initiatives have been formed;
- The family segment of Central Europe dominates, and in a significant contingent of non-commercial accommodation, real estate owners mostly come from Croatia, Slovenia and Italy;
- In the summer months, there is a high dominance of level 2* camps and private accommodation of lower quality categories, the share of which continues to grow.

Nevertheless, there is a sufficient contingent of better quality accommodation (camps and 4* hotels, higher quality holiday homes) in the area of the Municipality of Medulin, but the rest of the value chain of the destination is almost entirely oriented towards mass tourism with less added value;

- Planning, information and travel reservations are more favourable in this segment, compared to other products, due to the high orientation of the Municipality to the summer season. Marketing materials mainly focus on summer experiences and offers, and in the segment of accommodation reservations,

own channels, large tour operators and allotments for collective accommodation prevail, i.e. OTAs (Online Travel Agents/translation: Internet intermediaries in travel) such as AirBnB and Booking.com for private accommodation. Due to legislation and related practices, the possibility of booking different services during the stay is to a significantly lesser extent possible through one centralized portal, than is possible in some other destinations;

- Due to the slow completion of the Istrian Y and the strengthening of the Pula Airport, transport to the destination is one of the strongest elements (good category) of the existing value chain. At the same time, due to the structure of accommodation (a high proportion of campsites), as well as the habits of guests of family accommodation, the road direction is dominant, which will continue in the long term. Nevertheless, reducing the number of vehicles in the municipality to the extent possible, i.e. increasing the number of electric vehicles, is in the long-term interest of sustainable development. Considering the predictable mechanisms of the fight against climate change, it is generally expected that the significance of the railway will increase, but this is a problem that must be solved at the county level;
- Accommodation in the destination is also the most suitable for sun and sea guests, but in the competitive context of Croatia and the Mediterranean it can be considered average. There are few differentiated facilities, there are no 5* facilities, there are few differentiated holiday houses in private accommodation, and the camping accommodation is currently of modest quality compared to competitors;
- Food and drink / gastronomy are set as a quantitative seasonal response to demand in the peak of the season, whereby spontaneous market processes in the municipality formed a supply structure that is even lower in quality than the accommodation supply. The standard restaurant offer, which meets the needs of the majority of guests, lacks recognizability in dishes or local ingredients (which in this segment of offer is the problem of most of the Croatian coast), and there are few more or high-quality restaurants compared to the capacity of the higher-quality part of the accommodation;
- Points of interest, events, activities and attractions are at an average level with great potential for relatively rapid improvement. The municipality's resource base for the development of sun and sea products is far more favorable than what is delivered to guests in terms of the formed offer, and especially what is marketed entrepreneurially. Here, we should primarily mention the beaches and the coast, where the realized income is far below the market interest and value of the space, and then the offer of summer entertainment for children and younger segments of visitors;
- Local transport, tours and excursions are rare, they are not systematically organized and until now they have not been given special planning attention, because they were not perceived as important for the satisfaction of visitors, or a significant increase in income. According to an overview of global trends in tourism development, this segment of the offer is becoming increasingly important for the overall visitor

experience. In addition, the problem of beach capacity can be solved to a large extent by putting into operation the access maritime infrastructure on parts of the Kamenjak and Medulin archipelago, which at the same time significantly increases the potential of creating local tours. According to the planning proposals, this program should be extended to the entire area of South Istria, which opens up the exceptional potential of product development in this segment;

- Support services work at their strongest capacity during the unfolding time of sun and sea products, but on the other hand, the experience is the least pleasant due to exceptional crowds. Shopping options are mostly limited to groceries;
- Experiences, handicrafts and memorabilia are also one of the elements of the value chain with only a passing grade. The lack of quality management mechanisms, labels and places of reliable purchase of authentic products affect the assessment within this link of the value chain. Work on the marketing component of product development, and the introduction of the principles of authenticity and innovation have the potential to significantly raise this component of the value chain in the horizon of this strategy.

The following are the sun and sea product development goals until 2027 and beyond:

- Raising the average consumption of summer guests by 25% in real terms (without the effects of possible inflation) until 2027;
- Repositioning the destination and changing the target segments towards guests with higher paying power (from 2027 onwards).

3.1.2. Key projects and activities

P 1. Checking the capacity of the beaches in the area of the Municipality of Medulin

DESCRIPTION

- The beach capacity identified in the Regional Program for the Arrangement and Management of Sea Beaches of the Istrian County from 2015 is related to the accommodation capacity in the area of the municipality by 1:3;
- Although the producers themselves are dissuaded from the procedure and reliability of the assessment, and local stakeholders express doubts about the substantial underestimation of capacity, it is an important assessment because it was officially recorded with certain topics in the Administrative Department for Tourism of the Istrian County;

- Official records serve as a basis for reporting projects from public funding sources, such as those from the Tourism Development Fund of the Ministry of Tourism from 2019, which were able to finance the public landscaping of beaches;
- In addition to the capacity itself, in the same step it is possible to revise certain thematisations, for example the fact that there is not a single designated beach for pets in the area of the Municipality of Medulin, which is a necessity for the destination of the level of tourist traffic and the desired level of positioning;
- It is necessary to study the documentation related to the existing theming and capacities of the beaches and by going out to the field and verify/correct the assessment of the capacities of the beaches and also check the beaches of certain topics;
- Then the same is reported to the Administrative Department for Tourism of the Istrian County, which corrects the records and informs the Municipality about it.

RESPONSIBILITY

- Municipal Department for Spatial Planning and Environmental Protection, possibly in cooperation with the services of Public institution Kamenjak in the area of their administration and the Administrative Department for Tourism of Istria County.

DEADLINE

- The activity has already started at the end of the Strategy development process with an expected completion date of the end of 2022.

COST / SOURCES OF FINANCING

- Not applicable / within the regular work of municipal services.

P 2. Preparation of a study of the sustainability of tourism and the reception capacity of the Municipality of Medulin

DESCRIPTION

- Studies of the reception capacity and sustainability of tourism are a modern planning instrument that determines the thresholds of tourism development and identifies the biggest barriers and threats to the sustainability of the tourism model;

- Although useful for and necessary for all tourism products that should take place in the area of the Municipality, this study is primarily important for the sun and sea product considering the greatest pressure it causes on the area of the Municipality;
- Considering the very high density of accommodation capacities and the problematic nature of certain indicators of sustainability, the preparation of this study is of priority importance for further development;
- It defines peak capacities and bottlenecks of infrastructural systems for the further development of tourism, after determining the capacities and thematization of beaches as necessary inputs for the preparation of this study;
- This study must additionally include a minimally short survey with the local population on attitudes regarding further tourism development, while a survey with tourists (visitors) is also desirable;
- As the same study is required for the entire area of Southern Istria, it is necessary to decide at the cluster level whether such a study will be done at the cluster level, or at the level of local self-government units, where, given the fact that it is practically one destination system, opportune wider access (Southern Istria).

RESPONSIBILITY

- Tourist Board of Medulin Municipality or Medulin Municipality (Municipal Department for Spatial Planning and Environmental Protection) or South Istria cluster.

DEADLINE

- By the end of 2022.

COST / SOURCES OF FINANCING

- HRK 100-150,000 if it concerns the area of the Municipality of Medulin, HRK 300-400,000 for the whole area of South Istria.

P 3. Beach theming

DESCRIPTION

- The variety of beaches and the offer of facilities on them is still one of the problems of the Croatian coast in relation to the best Mediterranean practices;

- In the middle of the last decade, a major initiative of the Ministry of Tourism started the process of creating a national framework for beach theming, which prescribes topics, rules and contents according to beach themes;
- Tourism products in which Southern Istria and the Municipality of Medulin will invest management efforts in the next development period, dictate the following development priorities in the realization of beaches:
 - o 2 more beaches with sports and recreational facilities (currently the beach Šćuza in Pomer has been realized, and according to the framework of the theme, the beaches of Puntica and Centinera have also been determined as such) - an additional amount of such beaches is necessary to deliver the Municipality as an active destination with a rich offer of recreational content;
 - o 3 more family beaches as necessary due to the highly dominant family segment among summer visitors;
 - o At least 3 ecological beaches in the area of Kamenjak (Donji Kamenjak and the Medulin archipelago);
 - o Realization of at least one romantic beach as an attraction for the segment of couples with higher paying power and future users of short vacation products;
 - o Beach for pets (exact location to be determined by project P 1.1.).
- Realization of theming is possible through concessions, for which market interest can realistically be expected for all types of beaches, except possibly for eco beaches (the arrangement of which is certainly the least demanding);
- Another option is to rely on national, or possibly EU, funds for implementation project;
- In addition to the above strategy, basic equipping of all larger beaches with information boards, trash cans and changing rooms should be undertaken, regardless of whether they are included in the above list, whether they will be given in concession, or developed within the framework of public initiatives;
- Concrete locations for the realization of beaches may or may not follow those that are the subject of the original thematization from 2015, and in the case of changes, as in the case of capacity and the inclusion of beaches for pets, it is necessary to refer them for changes to the Administrative Department for tourism of the Istrian County.

RESPONSIBILITY

- The Tourist Board of the Municipality of Medulin for matters of designing the beach realization plan (recommendations for locations and topics);

- The municipality of Medulin and its services for the implementation of thematics in cooperation with interested parties entrepreneurs.

DEADLINE

- Concept, topics, locations, model and time plan of realization until the end of 2022;
- The process of thematization until the end of the horizon of the Strategy.

COST / SOURCES OF FINANCING

- The cost (investment) depends on the exact arrangement of locations and beaches, possible sources are national funds (programs of the Ministry of Tourism), or possibly EU funds.

P 4. Amusement Park/entertainment zone

DESCRIPTION

- The Crispoland project was considered for almost the entire past decade, and despite the unquestionable market potential of the project, the main barrier was the proximity of the project location (Campanož) to Kaštijun - county centre for waste management;
- The project was initially envisioned as a water park with a large area of entertainment content for a wider segment of visitors, which corresponds precisely to the needs of the tourist infrastructure of the Municipality of Medulin;
- Recently, other project location options have been considered, as well as project implementation models (public-private partnership);
- The lack of tourism infrastructure for entertainment is also present in the entire area of Southern Istria, and the Strategy and Operational Program for the Development of Tourism of Southern Istria specifies the needs of two entertainment zone projects in this area, but with somewhat more modest contents and, if necessary, as a public initiative (with the involvement of entrepreneurs through leases);
- In this sense, by the end of 2022, it is recommended to:
 - o Examine the feasibility of realizing an amusement park at the currently planned, or alternative, location through a private entrepreneurial initiative, or in cooperation with locally present entrepreneurs;
 - o In case of impossibility of the original variant, at the cluster level, implement entertainment zones according to the Strategy and operational program of tourism development of South Istria.

RESPONSIBILITY

- Tourist Board of the Municipality of Medulin / Municipality of Medulin.

DEADLINE

- Decision on the method of realization by the end of 2022;
- Implementation of the realization until the end of the plan's horizon (private project), or for the summer of 2023 in the case public project at the cluster level.

COST / SOURCES OF FINANCING

- In the case of a private project, it is a capital investment of several tens EUR million;
- In the case of a public project, it is a public investment project of the order of one million EUR, the cost of which can be shared among the local self-government units of South Istria, and it also has revenue potential through leases.

P 5. Development projects of Public institution Kamenjak

DESCRIPTION

- During the last two years, PI Kamenjak created a project basis that includes study of reception capacity and management of visitors;
- The latter study also includes a plan for the development of visitor facilities and the improvement of the nature park, including:
 - o A modern interpretation centre, the development of which is also suggested by the Master plan for the development of tourism in the County of Istria 2015 - 2025;
 - o Introduction of more environmentally friendly ways of transporting visitors within the park. Although due to the value of the space, it would be an ideal solution with which motor vehicle traffic can be gradually completely excluded, the same is challenging due to today's high pressure in the high season;
 - o Introduction of a year-round entrance fee to the park;
 - o Development of the content of the interpretation, for which the preparation of the interpretation plan is foreseen until 2030;
 - o Creating a branding and marketing plan;

- o Development of maritime infrastructure for maritime access to the park;
- o Revitalization of Austro-Hungarian buildings on the Kamenjak peninsula;
- o Tourist arrangement of Soline forest park;
- o Development of bicycle and pedestrian paths, parking, moving the entry point to the Donji Kamenjak protected landscape area further to the south, etc.

RESPONSIBILITY

- PI Kamenjak, Natura Histrica, Istrian County;

DEADLINE

- Until 2030 (according to the available strategic documents of PI Kamenjak);

COST / SOURCES OF FINANCING

- Unknown, the source of funding is PI Kamenjak, national and EU funds.

P 6. Water Park / structure on the sea

- In recent years, there has been a global trend of water parks on water - inflatable structures intended for the entertainment of children of different sizes and structures;
- The ecological acceptability of the concept contributed to the market success of this product, as well as the possibility of relatively quick assembly/disassembly at the beginning/end of the season;
- Considering the ambitions of the Municipality of Medulin in the positioning of sun and sea products, it is proposed to install such a structure in one of the bays near the Medulin settlement, as the place with the highest concentration of accommodation, which will further differentiate Medulin as a family destination of sun and must;
- Although it is a project with a limited impact on the economic effects of the municipality's tourism, it adds a basis for positioning in relation to competing destinations and builds loyalty among children's visitors, whose influence on parents' decisions about where to spend their vacations continues to grow with new generations;
- It is recommended to implement the project in front of some of the beaches that are still managed by the Municipality.

RESPONSIBILITY

- TZO Medulin, Municipality of Medulin;

DEADLINE

- Until 2023;

COST / SOURCES OF FINANCING

- Franchise model, small initial investment and opportunity for the municipality to earn money (as a potential franchisee) In addition to the previously mentioned projects, important projects for the development of sun and sea products are those that are listed under other operational strategies, primarily:
 - Construction of bicycle and pedestrian paths (development plan for other tourist products);
 - Quality control;
 - Product marketing development (new principles of tourism management).

3.2. Development of other tourist products

The strategic framework presupposes the entry of the Municipality of Medulin into the process of intensive and professional development of other tourist products (except sun and sea) in a way that has never happened for most of the same products. In the past period, the Municipality has managed to achieve significant success with the development of sports preparation products in a combination of public development of the necessary infrastructure (Medulin Active project expected in the next two or three years) and a leading company in the segment of collective accommodation (AHG) which has undertaken the soft component of product development, marketing and sales activities. The structure of the targeted tourist products of the Municipality of Medulin was identified almost ten years ago and harmonized in the strategic documents of the Municipality of Medulin and higher-level documents with minor deviations in the nomenclature and grouping of products. In this document, it is proposed to adopt the terminology of products from the Strategy and operational program for the development of tourism in South Istria, and in addition to the sun and the sea, the Municipality of Medulin concentrates on the development of the following tourist products:

- Short vacations;
- Sport, activities and special interest tourism;

- Other tourist products.

3.2.1. Value chain assessment and product development objectives

- All tourism products, except for sun and sea, which were realized in the territory of the municipality of Medulin in 2019, together achieved 250-400 thousand overnight stays (10-15% of the total commercial overnight stays);
- At the same time, the product of sports preparations stands out in the structure, which can be estimated at 100-150,000 overnight stays in 2019, with football club preparations predominating;
- The rest of the overnight stay was achieved by products of activities and special interests (which include adrenaline tourism), and to a small extent, short vacations;
- The tour product requires a special tourist infrastructure and, despite its potential, does not achieve a measurable result in the area of the Municipality;
- When analysing the value chains of tourist products, the product of short vacations should be specially observed in relation to the group of sports, activities and special interest products;
- Given that visitors within the tourism product tour are often not stationary guests (but daily visitors) and have special systems for reservations, transportation and other travel elements, the product value chain is not an adequate analytical instrument for this product.

SHORT HOLIDAYS

- It is a product with a typical duration of 3-5 days that usually occupies the end of the week and is based on a combination of culture, gastronomy, activities, wellness and events. The most common guest segments are families, couples (older couples - empty nesters, or younger richer couples - DINKS - double income no kids), groups of friends, or organized trips of older visitors. Apart from the last group, it is mostly about guests with higher paying power (who can afford more trips per year) and higher demands on the quality of the offer and destination experience;
- The product in coastal destinations occurs mainly outside the main season, although it has a partial overlap with sun and sea. In the Municipality of Medulin, it can be expected that this product will be most attractive in May, June, September, October and during the main annual holidays (Christmas, Easter, New Year). However, other parts of the year should not be excluded in the case of ties to attractive and innovative events, or other innovative destination initiatives;

- The value chain of the short vacation tourist product of Medulin Municipality is significantly less favourable compared to the sun and sea product, primarily for the reason that it has not been approached seriously by the destination;
- It is a favourable circumstance that most of the critical elements of the value chain of short vacation products can be repaired in a relatively short time;
- Travel planning, information and booking is the first and most critical element of the short holiday product value chain. Although the attractions and resources for this product need a superstructure that will be formulated within the framework of this Strategy, its biggest drawback is that neither the existing attractions are linked nor communicated to the market as a product of the destination. In other words, the market does not know that a short vacation in the Municipality of Medulin exists as a possibility, nor what its possible content is;
- Transport to the destination is currently the most favourable element of the value chain of this product, but still somewhat less favourable compared to the sun and sea product. Because of the shorter stay, air access is more important than for sun and sea, and in the season of short vacations, the connection to Pula Airport is less than in the peak season. According to all available trends, the need to improve railway access will grow for this product in the long term;
- Accommodation in the destination refers to hotel accommodation (in which the market of individual guests can only count on its higher quality part – 4 stars and above), glamping and holiday homes. The aforementioned types of accommodation together make up about 10% of the current accommodation contingent of the Municipality, and even these types are not marketing and sales prepared for short vacations (first of all, a good part of this contingent has not even operated in the targeted periods of the year);
- Food and drink / gastronomy within this product takes on a completely new meaning in relation to the sun and sea product. While in the framework of the sun and the sea, the offer of food and drink mostly satisfies the needs of visitors, in the product of short vacations it becomes one of the most important factors in choosing a destination. Authentic gastronomy, the relationship between quality and money, and quality control that promotes local products are of primary importance, and of secondary importance is the increase in the number of high-quality restaurants. Linking events to gastronomic seasons (e.g. asparagus, wine, olive oil, cheese, prosciutto, spices, and especially seafood specialties given the position of Medulin) have become not only examples of success in Istria and the entire Mediterranean, but also an (unattainable) standard which the Mediterranean imposed on the rest of the world;
- Points of interest, events, activities and attractions are more problematic compared to the sun and sea product, because the beaches and coast of the Municipality are less prominent in this product, so the

importance of other attraction structures is greater. Completion of the bike path system, further development of the offer of the Vižula archaeological park and the projects of JU Kamenjak are what can be developed the fastest for the needs of this product;

- Local transport, tours and excursions are a critical element in relation to sun and sea primarily due to the current availability outside the main season;
- Support services are also somewhat less available compared to the main season, but it is and less pressure, so their quality is rated average;
- Experiences, handicrafts and memorabilia are of critical quality for the reason that they are incomparably more important for short vacation visitors than those of sun and sea. In the development of the very structure of this component of the value chain, there is no significant difference in the formation of the offer according to the products.

The following are the goals of short vacation product development:

- Regionally established short vacation product until 2027 (international until 2035 at the latest);
- 300,000 overnight stays achieved in the short vacation product segment by 2027.

SPORTS, ACTIVE AND SPECIAL INTEREST TOURISM

- The value chain for this heterogeneous group of tourism products is generally somewhat more favourable than for short vacations. Each of these product types has specific but generally less extensive requirements compared to sun and sea and short break products;
- In the component of active tourism, one should understand the difference in relation to sun and sea, or short vacations. These tourists come with a highly dominant primary motive of a certain activity (e.g. sailing, surfing, bicycle tours in the area, other potentially attractive forms of water activities for Medulin), while for short vacations and sun and sea it is one of the activities in the destination;
- Travel planning, information and booking for all established niches mostly exist, with the most successful in the sports preparation segment due to a clear and strong product development manager. Elsewhere, we are talking about mostly isolated entrepreneurs who need the support of TZ Municipality of Medulin in marketing and promotion;
- Transportation to the destination is in a similar position as for short vacations. The importance of air transport will especially come to the fore in the case of profiling the Municipality of Medulin in certain niches at the international/global level;

- Accommodation in the destination was not adapted to the special needs of these types of guests, except in the case of sports tourism, which is not particularly demanding (hotels 4* and above). However, these are not excessive demands in terms of investments, but only minor adjustments for special types of guests;
- Food and drink / gastronomy also require minor adjustments in terms of the arrangement of points (e.g. facilities along future bicycle paths, a greater number of facilities on beaches for maritime recreation users) and food programs (menus for athletes, vegans, etc.);
- Points of interest, events, activities and attractions in relation to the existing situation have an equal need to develop a solid component (infrastructural elements such as paths, necessary maritime and beach infrastructure), but also physical elements of interpretation (boards, paths, markings) and especially digitization of content for marketing purposes, but also at the locations themselves (especially products of special interest built on natural and cultural heritage). This is about applications and the introduction of virtual and augmented reality content, which the Vižula Archaeological Park has already started offering. The exception to this assessment is the segment of sports tourism, which is already at an average level today, and with the implementation of the Meduline Active project, it would rise to at least a good, and possibly excellent, level;
- Local transport, tours and excursions have not yet reached a high level of final product, but there are a number of valuable local initiatives, primarily in the sport fishing segment, which could be developed with the support of the local management structure in tourism and other entrepreneurs. It should be understood that such niches do not bring a high volume of guests, but their consumption in the destination is multiple compared to the average guest;
- Support services require some adaptation to certain niches in terms of specialized stores and medical services. However, this is not a special barrier for the further development of these products in their current position;
- Experiences, handicrafts and memorabilia are less important for these visitors, and the development of these products and the accompanying business structure can have a generally positive impact on this element of the value chain and for other products (e.g. viewing the competition as a unique experience, the handicrafts that will result from the development products of special interest in culture and nature and the like).

The goal of developing these product segments is as follows:

- Defining 3 priority niches for the development of tourism products, activities and special interests and their international affirmation by 2027. This implies at least 250 thousand overnight stays per year with a minimum share of international guests of 80%;

- Increasing the number of overnight stays within the scope of sports preparation products to at least 300,000 per year with qualitative repositioning by further building the necessary infrastructure with the Medulin active project.

The goal of tour product development until 2027:

- Two equipped, recognized and included in the tours of South Istria and Istria County for the reception of tours in the area of Medulin Municipality until 2027.

P 1. Completion of the construction of a system of bicycle and pedestrian paths

DESCRIPTION

- As a destination that is already positioned as active and whose dominant strategic advantage is the length and attractiveness of the coast, the Municipality of Medulin must, as a priority, build a system of autonomous (separated from the road for motor vehicles) bicycle paths and complete a system of promenades along the sea equipped with basic tourist infrastructure;
- In the segment of bicycle paths, the priority is to connect places within the Municipality, which includes the following sections:
 - o Medulin-Pula;
 - o Medulin – Pomer;
 - o Kamik – Premantura;
 - o Connecting paths connecting Vinkuran and Vintijan with the main route (Medulin-Pula).
- In the segment of pedestrian paths, coastal promenades are a priority as part of a large project to realize a coastal promenade through the entire area of South Istria (Barbariga-Fažana-Pula- Pješčana uvala-Kamenjak-Medulin-Ližnjan-Duga Uvala). Under the condition of the possibility of realizing a continuous such path through the part that passes through the Municipality of Medulin, it is possible to realize a bicycle path as a special attraction along with it;
- In addition to the trails, a plan for the creation of accompanying tourist infrastructure (extensions, viewpoints, GPS mapping) and digitization of trails and content (maps, films recorded with sports and ordinary cameras at different times of the year) is needed.

RESPONSIBILITY

- Realization of paths - Medulin municipality in cooperation at the cluster level with the aim of coordinating the overall project with other local government units and Ju Kamenjak and increasing the possibility of obtaining external financing;

DEADLINE

- Realization of the Pula-Medulin bicycle path by the end of 2027;
- Completion of pedestrian walkways within the town and the section from Pješćana uvala to Kamenjak by 2027;
- Elaboration of project documentation for all other routes until 2027.

COST / SOURCES OF FINANCING

- The cost of building bicycle paths is estimated at 15-50,000 EUR per kilometre, depending on the terrain. It is to be expected that throughout most of the municipality, construction will be at the lower end of this amount, given the terrain.

P 2. Event development programme

DESCRIPTION

- The programme of events in the Municipality of Medulin has so far been mainly focused on supporting the sun and the sea in the summer season, especially due to the imperative to make up for the lack of entertainment content, while a more significant focus on events that form the primary motive for coming began at the end of the previous strategic period;
- In the next period, this focus needs to be further redirected to events outside seasons and/or those that have the potential of being the primary motive for visitors;
- Cavae is the capital facility for the organization of musical and stage themed events Romanae, which is recognized in its program by the TZ of the Municipality of Medulin;
- Within the activity of packaging short holidays (expected at the level of cluster cooperation, considering the usual practices of packaging products of short holidays), it is desirable to develop a festival event with a scenic and/or musical theme in the peripheral parts of the main season and/or immediately before or after the season (half of May, June, September, mid-October) which would be held in Cavae Romanae (which does not exclude events in the same space in the main season);

- Additional development potential for events that are the primary motive for visitors should be looked for in the products of activities and special interests;
- The third niche is gastronomic-themed events related to local and authentic offerings, also preferably in the off-season. These events bring additional potential to increase the sale of local products and thus have a significant indirect effect in addition to the direct one;
- The TZ of the Medulin Municipality should establish long-term transparent rules for the co-financing of events that are communicated to interested local stakeholders, primarily through the number of additional nights generated. Such a program has existed until now, but the ratio of support funds for these, compared to other, events should be increased;
- Towards the end of the planning period, the number of co-financed events should decrease, and support for key events should increase according to the same criteria;
- Ideas and initiatives for events should be formed at the level of production clubs (in part local, partly cluster), i.e. applications from local entrepreneurs;
- The goal of event development is that by 2027, the Municipality of Medulin will have three events, each of which generates at least 5,000 overnight stays, and that in total the events independently bring a minimum of 30,000 overnight stays to the Municipality of Medulin.

RESPONSIBILITY

- TZO Medulin, production clubs, local entrepreneurs;

DEADLINE

- Final plan of key events until the end of 2023, continuous encouragement

COST / SOURCES OF FINANCING

- Not applicable.

P 3. Further development of the infrastructure for sports preparation products

DESCRIPTION

- The Medulin Active project is planned in an area of 19ha at the Kažela location and includes:
 - o Central football stadium, athletics stadium and two football fields with artificial grass;

- o Olympic pool;
 - o Recreation centre – hall with 600 seats for indoor sports;
 - o Entertainment, service and shopping facilities next to the hall;
 - o Tennis centre with 6 courts.
- With the completion of the project, the total number of football fields in the territory of the municipality rises to 10, which enables the simultaneous stay of 16 football teams, that is, practically doubling the existing volume of football preparation products;
 - In addition, the conditions for stronger product development of other preparations (first of all athletics) are acquired, and additional contents enable the repositioning of products according to higher categories.

RESPONSIBILITY

- Municipality of Medulin, involved entrepreneurs.

DEADLINE

- By the end of 2025.

COST / SOURCES OF FINANCING

- HRK 350 million, private investment.

P 4. Development of infrastructure for the reception of tours

DESCRIPTION

- The tour product is one of the targeted products of the South Istria cluster, primarily due to the attraction potential of the city of Pula and Brijuni National Park, which have the potential to be included in global/regional commercial tours in wider areas (Europe, Croatia);
- In addition to this segment of tour products, there are also targeted tours for products of special and targeted interests (eg tour of historical/archaeological sites, tour of protected natural areas, etc.) in a certain area of coverage;

- Given that the tour product development plan is the subject of the South Istria tourism development plan, the Municipality of Medulin has the opportunity to determine its ambitions regarding this product;
- The municipality of Medulin has at least three locations that can be included in targeted tour products:
 - o Kamenjak Peninsula;
 - o Vižula Archaeological Park;
 - o Cavae Romanae.
- Considering the plans of PI Kamenjak, which due to road access is critical for the preparation of products, all the mentioned points should be ready for the development of tour infrastructure;
- The mentioned infrastructure includes:
 - o Parking for two buses near the location;
 - o Food and beverage facility with sanitary facilities within / in the immediate vicinity of the point of interest;
 - o The starting point of the pedestrian path that can be used to go around the point (area of interest), whereby additional elements of interpretation are also desirable;
 - o Viewpoints / photo points;
 - o Point for selling souvenirs;
 - o Information boards and other means of interpretation.
- All locations, except those on Kamenjak, have already solved at least some of the above the aforementioned prerequisites and it is necessary to realize the others.

RESPONSIBILITY

- TZ of the Municipality of Medulin, Municipality of Medulin, PI Kamenjak.

DEADLINE

- By the end of 2024.

COST / SOURCES OF FINANCING

- Depending on the condition of the content at the locations, up to tens of thousands of kuna per location.

P 5. Digitization and development of points of interest

DESCRIPTION

- Processes of digitalization of the offer of tourist content started in the last 10 years and first became an important element of tourism promotion, and then of the superstructure of the tourist product itself, mainly due to the advancement of the possibilities of mobile communication devices;
- Processes of digitizing the offer for marketing purposes are known today and include digital mapping of the total offer along with its marketing design in order to communicate the total offer to potential visitors in a complete, clear and attractive way;
- As for the application of technologies in the product delivery itself, it is mostly used today means SMART tourism;
- The term SMART (smart) tourism implies a new model of delivery of the tourist experience, which is characterized by the integration of communication technologies and tourism in a way that enables tourists to communicate and interact with the local population, local entrepreneurs, authorities and tourist attractions. It also includes the application of information and communication technology (ICT), mobile communications, artificial intelligence, cloud computing and virtual reality in the development of innovative tools and approaches to the improvement of tourism;
- This type of offer is already present in the area of the Municipality of Medulin as part of the offer of the Vižula Archaeological Park (applications and virtual/augmented reality), but the Municipality of Medulin has further potential for the development of such content at key attractions, for example:
 - o Application that recognizes plant and animal species in the area of Kamenjak s by superseding the elements of apparent and augmented reality;
 - o Combined artistic thematization of historical and natural contents of the area (examples Zagreb - solar system, Zadar - greeting the sun) upgraded with elements of virtual and augmented reality (eg dinosaurs, history of the development of tourism in Medulin – locations and digital replicas of the first hotels, themes of ancient history);

o Superstructure of Cavae Romanae with elements of natural and augmented reality – story on stone extraction and transport to the Arena - it can be connected by project with the same content at the Arena in Pula;

o Further development of the contents of the Vižula Archaeological Park – mobile-based games applications and augmented reality ("content search", sweepstakes, etc.).

• This kind of project is highly attractive and that is why the allocation of EU funds already in the past financial perspective supported such initiatives (some of which were realized in the area of Istria County), and this is especially expected in the next financial perspective until 2027.

RESPONSIBILITY

• TZ of the Municipality of Medulin assumes the responsibility of creating a sketch of project ideas for implementation, which is undertaken by the Municipality of Medulin and its departments and further pushes towards implementation through national and EU funds.

DEADLINE

- Sketch of ideas until the middle of 2023;
- Realization to the end encompasses strategies.

COST / SOURCES OF FINANCING

- Depending on the solutions, typically several hundred thousand kuna per project / location;
- Possible sources are national and EU funds.

P 6. Development of infrastructure for products of active and special interest tourism

DESCRIPTION

• The municipality of Medulin has partly developed infrastructure for products from this segment, a which include:

- o Surf beaches and clubs with associated equipment;
- o Sailing clubs and related events;
- o Medulin adrenaline park;

- o Guides and interpretation of natural phenomena on Kamenjak;
- o Contents, interpretation and guides within the Vižula Archaeological Park.
- The further development potential is significant, and it stands out from the already started and designed projects the project of the center for water sports in Medulin;
- In addition, there are a number of smaller initiatives of local entrepreneurs in different segments (fishing, sailing, development of visitor infrastructure and interpretations on Kamenjak and other initiatives) that will need further marketing development, support for events, or smaller investments in product infrastructure;
- Considering the market structure in which there are a large number of interested beginners compared to experienced users, special further potential is represented by schools related to products of activities and special interests, for example:
 - o School of surfing;
 - o School of diving;
 - o Sailing school;
 - o School of bird watching / plant identification.

It is necessary to strengthen support (primarily TZOM) for such initiatives.

- Considering the large number of entrepreneurial initiatives, many of which are connected or in synergy, the further development of this product is management complex;
- In this sense, apart from already started projects, it should be determined according to priorities, which is the task of the production club of products of active and tourism of special interest, apart from the TZ of the Municipality of Medulin;
- The establishment of this club, as well as other production clubs within the Municipality of Medulin, i.e. South Istria, is one of the priorities of tourism management.

RESPONSIBILITY

- TZ of Medulin Municipality, Production club of active and special interest tourism;

DEADLINE

- Plan of investment priorities - until the end of 2023;

- Realization – by the end of the planning period;

COST / SOURCES OF FINANCING

- A total of HRK 15-20 million;
- Mainly private investments with the support of TZ of the Municipality of Medulin, the Municipality of Medulin and to a lesser extent the County of Istria, national and EU funds.

P 7. Increasing the safety of maritime traffic and creating conditions for further development of nautical product

DESCRIPTION

- As one of the places with the most attractive coastline in the wider regional context (Istrian County), the Municipality of Medulin is the subject of extremely high interest among boaters, as well as all other subjects in maritime transport;
- With the continuous increase in traffic, and especially in the peaks of the season, it causes increased security issues;
- Additionally, the problem of illegal seasonal mooring providers (wild moorings), even in the area of Kamenjak (Portić bay, stands out), is additionally expressed. Wild moorings also have a very negative effect on the protected underwater flora and fauna;
- The limited capacities of the Port Authority of Pula represent a problem in the establishment of stronger regulation of the behaviour of all participants at sea;
- In the absence of adequate controls by the Port Authority, there are problems with anchoring in places not foreseen for this without payment, exceeding the speed of vessels near the coast, uncontrolled driving of jet skis, carelessness of swimmers and surfers (primarily moving away from the coast and staying outside the prescribed zones), as well as other types of illegal and risky behaviour at sea;
- In the process of creating this Strategy, local stakeholders showed their willingness to significantly participate in solving the mentioned problems in agreement with the Port Authority of Pula;
- For the pragmatic purpose of further development of the nautical product in further elaboration spatially planning and other documentation is required:

o Provide infrastructure for connecting the towns of the municipality by sea, especially in the tourist season in order to relieve the traffic infrastructure and optimize, i.e. balance the number of guests on the beaches;

o If and where there are realistic spatial possibilities for this, increase the capacity of the existing ports of nautical tourism and marinas and raise the level of service quality and category on the existing moorings, which would satisfy the observed additional demand.

- In addition, for all groups of users at sea (bathers, surfers, users of canoes, paddle boats and vultures, boats according to categories, jet skis) it is necessary to clearly highlight the rules of behaviour at sea and possible sanctions in case of their compliance, which must be clearly highlighted on the beaches and TZ materials.

RESPONSIBILITY

- Municipality of Medulin, TZ of the Municipality of Medulin, Port Authority of Pula.

DEADLINE

- Meeting with the Port Authority of Pula - until the end of 2021;
- Possible amendments to the PP of the Municipality of Medulin and the preparation of notices for rules of conduct at sea – until the end of 2023.

COST / SOURCES OF FINANCING

- Municipality of Medulin, about half a million kuna for maritime infrastructure.

3.3. Improving the aesthetics of the space

Until now, the development of tourism on the Croatian coast has been concentrated on the construction of physical capacities, where in favourable market conditions supported by tax policy, accommodation has dominated. In the conditions of a high seasonal volume of guests, Croatia managed to preserve the cleanliness of the coastal zone, and what is particularly important, the sea, despite minor incidents primarily caused by gradual climate changes, maritime traffic and pollution from the industrially more powerful other side of the Adriatic, such as sea blooms, general changes in marine flora and fauna. The arrangement of the inland part of the coastal destinations was not completely neglected, as evidenced by the Touristic flower award, which is nonetheless prestigious in the competitive mix of Croatian coastal destinations.

The massive coastal destinations of the Mediterranean are certainly not among the leading global destinations in terms of space aesthetics, landscape design and the overall aesthetic experience of the destination, given that the key area of residence and source of visitor satisfaction is the narrow coastal area and the sea itself. Despite the always socially beneficial

and necessary initiatives of environmental conservation activists, Croatia still has relatively favourable parameters of the construction of the coastal zone compared to competing Mediterranean countries. However, in the period of rapid development of tourism on the coast, especially the period from the Homeland War onwards, there was a relaxation of the rules, but also a loss of control over urban processes, construction rules, urbanism and aesthetics. This is especially the case in real estate construction, which from the point of view of the tax burden is the most attractive form of business in Croatia and therefore a very massive phenomenon.

The municipality of Medulin has the interest and the ability to raise standards in this aspect of the destination for the following reasons:

- The strong global growth of tourism in the period between 2013 and 2018 has led to the problem of excessive tourism in many destinations. Although the growth of numerous destinations and types of products was encouraged, it was still the largest in the traditionally strongest global products, among which the sun and the sea are definitely included. It is to be expected that products and destinations will recover in a similar proportion after the COVID 19 pandemic;
- New generation market segments (millennials), as well as demand trends of existing segments, are already moving away from passive sun and sea towards activities in the entire area of the destination;
- Users of other tourist products in the area of coastal destinations (primarily short vacations) are even more demanding on the overall experience of the area;
- Regular TOMAS summer 2017 and 2019 surveys by the Institute for Tourism Zagreb show that ratings related to the beauty and orderliness of places in the Istrian County are in a slight decline. Knowing that in such a short period there could be no significant changes in themselves places, it can be concluded that standards of expectations and priorities are slowly changing visitors;
- Further activation of the municipal area (bicycle paths, other facilities) is one of the cornerstones of the development strategy and a prerequisite for further product development. With this, previously less visible parts of the Municipality will become significantly more visible;
- Real estate construction is not slowing down, which is evident from the trend of private accommodation capacity. Given that it is a complex socio-political problem at the national level, the Municipality of Medulin can at least dictate construction rules with spatial plans;

- Considering the accommodation capacity and the number of tourism-related stakeholders, the Municipality of Medulin is relatively small and has an accessible terrain. Therefore, in one development period, it can make significant changes in the standard of space aesthetics, which will be necessary for the repositioning of the destination.

3.3.1. Key projects and activities

P 3.1. Creating the feeling of arrival at the destination

DESCRIPTION

- The phenomenon of the feeling of arrival is recognized in tourism and hotel industry as an important element of the overall experience. The psychology of tourists is such that they quickly form an initial attitude about the destination that can later be difficult and limited to change;
- There are 7 micro-destinations in the area of Medulin Municipality, of which Medulin, Banjole and Premantura are the most important in terms of accommodation volume and tourist traffic, and the access to Kamenjak, whose activity plan includes rehabilitation of the existing access point, should also be mentioned;
- Creating a sense of entry is primarily achieved by:
 - o Arranged horticulture and landscape architecture along the entrance roads to 1 km from the destinations themselves;
 - o Rehabilitating buildings, changing or obscuring views from visually inappropriate buildings along the road where possible;
 - o Featured greeting and welcome messages;
 - o Highlighting elements of the visual identity of the Municipality and the place with an indication of the basic offers and values of the destination;
 - o Clear and repeated directions to other places, the main accommodation facilities and attractions in the area of the Municipality.
- This activity also includes further work on the unification of tourist and other labelling in the area of the Municipality (in a further phase including private advertising of entrepreneurs) and activities of continuing the branding of the municipality and its places.

RESPONSIBILITY

- TZ of the Municipality of Medulin and the Municipality of Medulin;

DEADLINE

- Plan for creating a sense of arrival in places / micro destinations of the Municipality of Medulin - until the end of 2023 (including landscape architecture solutions);
- Realization – by the end of the planning period;

COST / SOURCES OF FINANCING

- HRK 150-200,000 per place, HRK 1-1.5 million in total;
- TZ of Medulin Municipality, Medulin Municipality, Ministry of Tourism (Tourism Development Fund).

P 3.2. Rules for construction and landscape design

DESCRIPTION

- In accordance with the starting points set forth in the introductory part of this document, the Municipality of Medulin should start active restoration of the aesthetics of the space, which entails:
 - o Define permissible behaviour in the space for all actors, which includes rules further construction;
 - o Gradually rehabilitate already built buildings to the extent possible (first of all, harmonizing the colour of the facade).
- A recent negative trend in the Municipality, as well as on the rest of the Croatian coast, is the sale of old family houses, which are replaced by multi-apartment units of significantly larger areas, which reduce the quality of accommodation, usually put additional pressure on idle traffic and significantly worsen the aesthetics of the area;
- The municipality of Medulin has a municipal spatial plan instrument in which the parameters of construction and utilization, number of floors, facade colour, roof height, or all other urban planning parameters can be regulated, in order to protect the space, but also to control the quality of future accommodation facilities;

- Spatial plan is, in addition to the initiatives of the Tourist Board, an instrument by which, according to lower-order plans, all further rules of landscape design can be determined for all zones that are important from the aspect of tourist development - roads, areas of tourist activities and the like;
- The Tourist Board of the Municipality of Medulin has had several co-financing programmes for the renovation of building facades in the area of the Municipality, and the same programmes should be continued in the future;
- A special point of interest are the coastal promenades along which, after the completion of the construction according to P 2.1. The completion of the construction of the system of bicycle and pedestrian paths should be especially horticulturally arranged and visually "cleaned" as a critical element of the Municipality's offer.

RESPONSIBILITY

- TZ of the Municipality of Medulin and the Municipality of Medulin;

DEADLINE

- Revision of the spatial plan of the Municipality until the end of 2023;
- Facade rehabilitation programs - continuously according to financial possibilities.

COST / SOURCES OF FINANCING

- Rehabilitation programs - according to possibilities - preferably at least half a million kuna per year;
- Local sources, possibly national programmes.

P 3. Branding of settlements within the Municipality

DESCRIPTION

- The branding of the settlement was one of the parts of the overall branding project of the Municipality of Medulin, which was not implemented in the previous development period;
- It is a relatively undemanding investment step that is significant for further construction experiential structures in each of the places;
- In the same step, the existing umbrella brand structure of the Municipality of Medulin with the slogan "Blue planet" can be checked/ revised;

- Branding is done in such a way that the following is created/identified for each place within the municipality:
 - o Basic brand infrastructure (slogan, logo and visual identity);
 - o Basic elements of the story of the place (which can be elaborated further);
 - o Interesting facts (did you know that...);
 - o Superlatives (oldest, greatest, etc.);
 - o Various applications of visual elements (signs for products, elements for installation in the space, souvenirs, etc.).
- The overall brand structure must be consistent with the so-called umbrella or umbrella brand of the Municipality (Blue planet, or others if it is changed in the revision process);
- This activity is important for the construction of the aesthetics of the space of the Municipality, because it defines the recognizable elements and symbols of the Municipality and the place in more detail, that is, the basis for their application in the space is acquired;
- This activity needs to be coordinated with the South Istria cluster, which according to its own strategy should start integrated branding (and the construction of a common marketing platform), that is, JU Kamenjak, which also plans the branding and marketing plan of the nature park.

RESPONSIBILITY

- TZ of the Municipality of Medulin in cooperation with the South Istra cluster and Kamenjak JU.

DEADLINE

- By the end of 2023.

COST / SOURCES OF FINANCING

- HRK 150-200,000, or a lower cost for the TZ of the Municipality of Medulin in case of joint branding of a larger area.

3.4. New principles of tourism management

Until now, management of tourism development on the Croatian coast by local tourist boards has mainly been concentrated on the collection and distribution of information, field services to visitors and support of a small number of development initiatives of local entrepreneurs - members of tourist boards. The system of tourist boards carried out these requirements relatively well, which was internationally recognized, for example in the results of the World Economic Forum's tourism and travel competitiveness index for Croatia. Due to the strong market demand that has absorbed so far and the high growth rate of accommodation, even with the noticeable increase in prices in the last decade, there was no great need for more intensive efforts in the development of tourist products, as was the case in continental destinations. However, in the County of Istria, more serious development steps have taken place (cluster North-western Istria, Central Istria, the area of Rovinj with short vacations, sports preparations in the area of Medulin) mainly as an initiative of large companies that, due to serious investments in accommodation facilities, were looking for a higher value of the products of the sun and sea, or the development of other products to increase occupancy and extend the season.

Due to a number of reasons that are presented in the strategic framework of this strategy, primarily the stagnation of traffic that began in 2019 and then continued into the pandemic seasons of 2020 and 2021, Croatia expects a decline in income from tourism activities. The return of results to 2019 could at best occur in the medium term, when in the post-pandemic period there would be no significant changes in consumer behaviour. The natural stages in the development of tourist destinations are:

1. Capacity development;
2. Marketing and raising recognition;
3. Quality management.

The Croatian coast, the County of Istria and the Municipality of Medulin were already at the end of the second phase at the end of the last decade, and the logical further course of development was to enter the phase of intensive quality management, which is characterised by stagnation, or lower growth rates of tourist traffic, an increase in unit consumption and an increase in indirect effects tourist activities by strengthening the accompanying entrepreneurial base. Therefore, a change in the management focus of tourist boards would be necessary even without the effects of the pandemic, which was recognized by the relevant Ministry of Tourism through the change in the law on tourist boards and the promotion of Croatian tourism. Of course, with the effects of the pandemic, this change is further accentuated.

On the management structures in tourism of local communities, the change of management principles means the following:

- Less load in servicing visitors in the high season due to the drop in tourist traffic in the next few seasons;
- Focus on product development, which implies:
 - o Even stronger support and engagement in capital projects of tourism infrastructure, above all in the segment of seeking financing (EU funds, national funds, communications and support with interested investors);
 - o Organization of production clubs at the local level (or depending on the product at the level of Southern Istria) with the task of representing groups of entrepreneurs as informal structures. In this way, entrepreneurs articulate their interests and requirements, and the TZ of the Municipality of Medulin receives the structured assistance it will need in the product development process;
 - o Soft product development, which includes tying suppliers into product packages and their marketing processing in a modern way (primarily online).
- Establishment of a quality management system, in the first phase at least for accommodation and food and beverage facilities;
- Experience as the basis of tourist marketing in relation to the previous concept of factual presentation and promotion of physical resources and attractions;
- Introduction of clear, transparent and professional criteria for project support local entrepreneurs;
- Urgent agreement (by the end of 2021) at the level of the South Istrian cluster regarding priorities, distribution of responsibilities and legal form of cooperation between the involved tourist boards and local self-government units, especially the distribution of tasks between the cluster structure and local tourist boards (what is done at which level).

3.4.1. Key projects and activities

P 1. Quality management

DESCRIPTION

- Management of the quality of tourist facilities is a priority and operational strategy according to the planning basis for the development of tourism in the County of Istria and South Istria;

- The final (target) platform is described in the Operational Strategy of Quality Management in the Master Plan for the Development of Tourism in the County of Istria;
- The meaning of building a quality system is not in a categorization system that would be parallel to the official national one, but in the formation of labels that would help interested entrepreneurs and facilities with a better offer or development ambitions to be recognized by the market with the help of clear and measurable criteria;
- In the context of this strategy, it is necessary and possible to concentrate on accommodation and food and beverage facilities, namely:
 - o Define the conditions for participation in the program of recommended accommodation facilities for short vacation products and individual niche products of activities and special interests (e.g. recommended for surfers, recommended for sailors, etc.);
 - o Define the conditions for the "Premium" designation of private accommodation facilities that will have special visibility on the websites of the Medulin destination and in tourist information centres;
 - o Define the architecture and terms of labels for food and beverage facilities that do not necessarily imply quality (in addition to the mandatory Premium label, probably also Authentic that guarantees a certain proportion of local ingredients, Vege/Vegan, etc.);
 - o Define the label "disabled friendly" for accommodation and food and beverage facilities adapted to people with special needs;
 - o Define the label "pet friendly" for accommodation and food and beverage facilities suitable for pets;
 - o Define the label "Made in Medulin/South Istria/Istria" for local agricultural and processed products (including wine and olive oil);
 - o If necessary, define other quality marks;
 - o Dedicate a certain part of the annual budget of the municipality / TZ, or even county structures, for improvement programs of accommodation and food and beverage facilities.
- The first step in the formation of a quality management system is an agreement at the level of the cluster of South Istria, the Tourist Board of the Istrian County and the Administrative Department of the Istrian County regarding the scope and responsibility in the construction of the overall quality management platform;

- In any case, production clubs have the primary responsibility in proposing quality system architectures for individual areas, regardless of whether it is a municipal, cluster, or possibly county level.

RESPONSIBILITY

- TZ of Medulin Municipality in cooperation with production clubs, South Istria cluster, Istrian County and TZ of Istrian County.

DEADLINE

- Agreement on responsibility – half of 2023;
- Defining labels and criteria (production clubs) – by the end of 2024;
- Realization – from 2025 until the end of the planning period.

COST / SOURCES OF FINANCING

- Lower costs for creating labels and marketing infrastructure (<100,000 HRK).

P 2. Production clubs

DESCRIPTION

- The production club is an informal initiative at the cluster level and, in addition to the TZ members, also includes the largest bidders interested in product development according to priority product forms:
 - o Short vacations (the production club is expected to be implemented covering the entire area of South Istria);
 - o Product of active and special interest tourism (a necessary club at the local level, but it is possible that a similar one will exist at the cluster level as well);
 - o Gastro club Medulin, which gathers interested restaurant establishments, as well as existing organizers of gastronomic events.
- As a rule, the production clubs meet 2-3 times a year at the initiative of the TZ of the Medulin Municipality, or the management structure of the Southern Istria cluster;
- The production club serves as an advisory body to the Tourist Board of the Municipality of Medulin and on this way strengthens the management capacity of spatial tourism;

- Tasks of the production club include the following:
 - o Proposal of rules for the participation of bidders according to offer categories according to products;
 - o Proposal of quality management elements within an individual product;
 - o Reporting to the management structure on behavior, attitudes, satisfaction and visitors' suggestions that come within the scope of a particular product;
 - o Recommendations of the annual plan of priority activities and related key projects in addition to product development, including event development.

RESPONSIBILITY

- TC of Medulin Municipality, in coordination with the cluster of South Istria, sends the first invitation to TC members for participation in production clubs. Initially, it is necessary to set the rules participation in production clubs (whether all interested TZ members are included, whether there are conditions, whether meetings are held virtually or physically, etc.);
- Meetings are held 2-3 times a year, conclusions and proposals are consolidated by TZ employees, and approved by the TZ assembly in accordance with the law.

DEADLINE

- Formation of production clubs - by the end of 2022;
- The first meetings of production clubs by the middle of 2023.

COST / SOURCES OF FINANCING

- Not applicable.

P 3. New marketing platform, content and product packaging

DESCRIPTION

- The websites of the Municipality of Medulin are above the average of Croatian coastal destinations in visual design, content organization and value communication;

- However, the development ambitions of the Municipality of Medulin, as already one of the strongest tourist destinations in Croatia, which also occupies one of the most attractive coastal parts of the Istrian County, go beyond the national competitive context;
- The focus and budgetary allocation of the promotional part of the tourist board's budget must be further shifted in favour of online over printed materials, and fairs are limited exclusively to products that are not of county and national importance. In the case of the Municipality of Medulin, this refers to the products of activities and special interests;
- The more intensive development of tourist products proposed by this strategy also means that the presentation must be adapted to their presentation criteria, which are different from the presentation rules of sun and sea, although a noticeable change is also needed in the framework of sun and sea products;
- Short vacations presuppose a closer and more suggestive binding and packaging of production proposals - eg variants of activities by day for stays of 3 to 5 days in different seasons;
- According to the rules of modern tourist marketing, the overall presentation rests on experiences as the first level of choice on the website (what is first visible and communicated when opening the page);
- All internal marketing content must be moved to less visible parts of the site, or special Internet pages;
- In content design, it is necessary to minimize / move text and facts about attractions to the second line of sight, and put quality photos related to experiences in the first line of communication (including panoramic photos and user-generated content), and especially video materials (typically from 30 seconds to a maximum of two minutes duration) related to key experiences;
- In addition, within the Tourist Board of the Municipality of Medulin, it is necessary to establish the function of social network manager who is responsible for continuous interaction and reputation management;
- The Strategy and Operational Program for the Development of Tourism in Southern Istria 2021-2027 sets out a project that proposes the integration of the online marketing platform of all involved tourist communities and an integrated branding process;
- In this sense, all further development steps need to be coordinated at the cluster level, which should also be taken into account when creating the announced Tourism Development Marketing Plan of the Municipality of Medulin, as well as the marketing development documents of the PI Kamenjak.

RESPONSIBILITY

- TZ of the Municipality of Medulin in coordination with the cluster of South Istria;

DEADLINE

- TZ of the Municipality of Medulin, in coordination with the cluster of South Istria, agrees on the development plan marketing platform and exact form of cooperation by the end of 2021;
- Competition for the creation of the platform until the middle of 2022;
- The platform has been in operation since 2023, and products and experiences are being added and developed in accordance with the dynamics of the development of individual products;

COST / SOURCES OF FINANCING

- TZ Medulin independently HRK 300-400,000 (including initial content production), South Istria jointly HRK 1-1.5 million.

P 4. Points of sale of local products

DESCRIPTION

- The problem of offering local products today manifests itself in the following:
 - o Unreliability of origin and quality, which should be resolved within the activity quality management;
 - o Lack of reliable points of purchase of such products;
 - o Insufficient capacities of family farms and other companies that are producers of such products (and the demand is primarily for processed agricultural products) for receiving guests.
- The Tourist Board of the Municipality of Medulin has so far encouraged the projects of fish shops (peskaria) and markets (market) in the high season;
- In the next phase, the expansion of such projects is necessary:
 - o By extending the season of their duration, given that the expected development of tourist products will extend the season of a significant stay of tourists, some of whom will of products (primarily short vacations) generate higher unit demand for such products from users of sun and sea products;

- o Integrating quality management projects with points of sale in such a way that products with quality marks in the organization of seasonal events are provided with a special and prominent point of sale, which is a practice that can also be applied to the organization of seasonal events;
- o Introduction of a support line for OPGs and other providers in the organization points of sale and reception of visitors;
- o Organization of smaller places selling local products in tourist areas information centres.
- As this activity is closely related to quality management, it must also be coordinated at the level of South Istria, especially due to the strength of individual local self-government units in agricultural production (primarily Vodnjan), which gives the whole initiative a significant boost.

RESPONSIBILITY

- TZ of the Municipality of Medulin in coordination with the cluster of South Istria.

DEADLINE

- In coordination with product development and quality management activities - expected from 2023 onwards.

COST / SOURCES OF FINANCING

- Organization of points of sale and support for entrepreneurs - expected HRK 100-200,000 per year.

3.5. Targeted growth model, economic and financial effects

3.5.1. Targeted growth model

The targeted tourism growth model of the Municipality of Medulin refers to the projection of the movement of accommodation capacities, their occupancy and, consequently, tourist traffic measured in overnight stays. Please note that the calculation is performed only on the basis of the capacity of commercial accommodation. The goals set in the segment of tourism product development for 2027 (not including sun and sea) are as follows:

- Short vacations 300,000 nights;
- Sports tourism / preparations for 300,000 overnight stays;
- Active and special interest tours 250,000 nights;

- Other tourist products 50,000 overnight stays.

With the assumption that in 2027 the Municipality of Medulin will achieve at least the same number of overnight stays under sun and sea products as in 2019, this brings the targeted tourist traffic to the level of around 3 million overnight stays.

The projection of the growth model can be divided into two periods with associated characteristics:

1. Recovery period after the COVID 19 pandemic (2021 – 2023) / planning phase

- Recovery of tourist traffic and business to pre-pandemic levels;
- Establishing new planning processes and relationships within the cluster of South Istria;
- Establishment of production clubs;
- Preparation of the quality management platform;
- Intensive improvement of the quality of camping accommodation according to the plans of the company Arena Hospitality Group;
- Completion of the branding process (place branding), establishment of a new marketing plan platforms and first initiatives in product packaging;
- Identifying priorities in the development of products, activities and special interests;
- Identifying and developing key events on which development will be concentrated until the end planning period;
- Preparation of beach development projects and start of implementation for the largest beaches priorities;
- Modification of spatial planning documentation and other planning projects related to raising the standards of space aesthetics;
- Beginning of the implementation of the Medulin active and Centre for water sports Medulin projects;
- The product of the sun and the sea as the primary generator of the growth of tourist overnight stays.

2. The beginning of the repositioning and differentiation of the destination Medulin / phase of market communication of the improved destination Medulin

- Soft development of new products, intensive packaging and promotion;

- Beginning of the implementation of the quality management system;
- Completion of investment projects started in the previous phase;
- Realization of the amusement/water park project;
- Starting (and completing) investment projects related to infrastructure development for products of activities and special interests;
- Capital projects for the development of tourist infrastructure in Kamenjak;
- Development of infrastructure for the development of tours;
- Implementation of points of interest projects (virtual / augmented reality);
- New projects of hotels and camps (glamping) of higher and higher quality;
- Completion of the system of bicycle and pedestrian paths (main roads);
- Start of implementation of projects related to improving the aesthetics of the space;
- Regionally recognized events, of which at least one festival-type event is related along the Cavae Romanae;
- Sports, active and special interest tourism, short vacations and tours as primary generators of growth of tourist overnight stays;
- Beginning of a more noticeable expansion of the season and growth of unit consumption of sun and sea products.

Below is a targeted growth model based on the above assumptions:

TARGETED MODEL OF GROWTH OF ACCOMMODATION CAPACITIES - APPLICATION OF THE STRATEGY												
	2019.			2023.			2027.			2035.		
	beds	occupancy	overnight stays	beds	occupancy	overnight stays	beds	occupancy	overnight stays	beds	occupancy	overnight stays
Hotels	2.318	40,0%	338.638	2.318	40,0%	338.638	2.600	42,0%	398.580	3.000	45,0%	492.750
Camps	16.923	15,8%	976.399	15.231	16,0%	889.473	14.385	20,0%	1.050.072	14.000	22,0%	1.124.200
Private accommodation	17.724	14,3%	923.063	19.496	15,0%	1.067.428	18.000	18,0%	1.182.600	16.000	20,0%	1.168.000
Other	5.304	17,6%	340.677	6.000	17,6%	385.381	6.500	20,0%	474.500	7.500	25,0%	684.375
Total	42.269	16,7%	2.578.777	43.045	17,1%	2.680.920	41.485	20,5%	3.105.752	40.500	23,5%	3.469.325

The above model additionally assumes:

- Growth in the capacity of private accommodation until 2023 by 10% compared to 2019 as a result of already existing construction processes in the area of the Municipality;
- The beginning of a gradual reduction in the capacity of private accommodation after that period as a result of the expected change in regulation based on the solutions expected from the national strategy and plan for the development of sustainable tourism in Croatia until 2027, which is in the process of being drafted;
- Non-commercial accommodation stagnates;
- Reduction of camp capacity by 10% until 2023, or by 15% until 2027 as a result qualitative improvement;
- Stagnation of hotel accommodation capacity until 2023 with a slow increase after that period as a result of smaller hotel projects of higher and higher quality;
- A slow increase in occupancy of accommodation capacities until 2023 and a more significant growth after that period as a result of the product development process;
- In this model, the average unit consumption from the estimated 85 EUR per night in 2019 returns to the same level in 2025 and then starts to grow to reach 120 EUR in 2027. The total foreign currency inflow rises to over EUR 400 million with the control of negative processes in the area and the expansion of the season.

3.5.2. Projection of the economic and financial effects of tourism

The level of investments in tourism in the area of the Municipality of Medulin until 2027 can be roughly estimated, given that most of the key projects still do not have final concepts, so it is not possible to determine the investment amounts in more detail. According to the currently available data, investments according to the main groups can roughly be estimated in the following frameworks:

- Investments in collective accommodation capacities at the level of EUR 60-70 million, of which AHG investments at the level of EUR 40-50 million;
- Capital projects of tourism infrastructure that include an amusement park project and Medulin Active EUR 70-80 million;
- Public projects such as bike paths, Medulin water sports centre, completion of the aquarium project in Premantura, JU Kamenjak projects and other projects to improve tourist infrastructure, quality management programs, new marketing and product development EUR 30-40 million;
- Smaller entrepreneurial projects 5-10 million. EUR;
- Projects aimed at encouraging events, improving the quality of private accommodation and similar projects to encourage small entrepreneurship from public sources (TC of Medulin Municipality, Medulin Municipality, Istrian County, EU) 10-15 million. EUR during the total planning period;
- The overall amount of investments in the seven-year period can be roughly estimated to 150 to 200 million EUR.

As for the projection of the basic business and financial indicators of the businesses of entrepreneurs in tourism in the Municipality, they are based on the analysis and existing trends shown in 3.4. The analysis of the economic and financial indicators of the business of entrepreneurs in tourism can be estimated at the following amounts (all indicators include the result of the part of the AHG portfolio located in the territory of the Municipality of Medulin):

- Annual income above HRK 900 million (based on the number of overnight stays and the goal of entrepreneurial income of HRK 300 per night);
- An increase in the rate of net profit to the level of 22%, and the EBITDA margin to 28%, primarily as an increase in the quality of a significant volume of camping, then the improvement of other types of accommodation, but also of other entrepreneurial initiatives (amusement park, Medulin active and other types of tourist infrastructure that typically have high margins);
- The current liquidity indicator consequently rises to a level above 1.6;

- Due to the post-Covid recovery period, which still includes large loans and public sector assistance, the indebtedness indicator will not change significantly and will remain at the level of around 0.55.

PP5 – Municipality of Murter-Kornati

Meetings of the stakeholders network coordinated by PP5 led to the definition of the values to be promoted in the destination, to an analysis of the starting baseline for the Municipality of Murter-Kornati and the identification of a vision and related activities to be implemented in the pursuit of an optimised management of the Destination.

The strengths/advantages of the Colentum archaeological site as a tourist destination include its uniqueness as the only site with Roman-era finds on the island of Murter, accessibility on foot and by bike, proximity to settlements, the sea, and the beach, the possibility of developing particular forms of tourism, cooperation with educational, cultural and tourism sectors, its positive effects on the surrounding area, proximity to national parks and a nature park, and its recognition in the media and internationally. Other strengths include good cooperation with archaeologists, exciting history, a large number of projects and activities, interest from various stakeholders, other attractions in the area, the tradition of holding events, the site's website and social media presence, and its location in an already popular tourist destination with good connectivity.

The weaknesses of the Colentum archaeological site include the fact that it is entirely outdoors, leaving it vulnerable to bad weather conditions, which affects the presentation of the park and other contents. There is a need for a closed space like a gallery, presentation hall, or section for visitors. The presentation of the historical and natural heritage of the site is also weak and needs improvement through different means like written, oral, and multimedia. The site needs to be better known in Croatia and beyond, and there is a need for better promotion. The site needs to be used more in the school curriculum, and there are issues with access, ownership, and insufficient research and conservation. The site has no closed facility, reception facility, or catering facility, and the top of Gradina hill is unexplored. The site has suffered devastation throughout history, and the sea buries preserved walls with gravel. Poor communication with site owners and insufficient finances for maintenance also issues. A lack of parking, accompanying facilities, and events related to the site affect its marketing.

Opportunities for the Colentum archaeological site include

- its unique value as the only Roman site on the island,
- the availability of outdoor spaces that align with current epidemiological situations, and
- the potential for developing different forms of tourism.

The site offers research opportunities, developing thematic routes and educational paths, and cooperating with the educational system. The possibility of attracting specific groups of tourists, including school programs and educational activities, is also noted. Additional investment in archaeological research, conservation, and establishing a management institution like the Amhorarium can make the site more attractive, and financing opportunities are available through EU funds. Other possibilities include educational projects, volunteer activities, and cooperation between the public, civil, and private sectors. Investment in promoting archaeological tourism in the region, connecting with other localities, and opening new project tenders are also identified. Opportunities for improving the Night of Colentum event and developing the catering offer inspired by the past and Colentum are also noted. Finally, opportunities for developing interpretation tours, creating offers for different groups, connecting with other attractions like NP Kornati and the Museum in Betina, and implementing international volunteer projects are also suggested.

The section outlines various **threats** that could impact the Colentum archaeological site as a tourist destination. These include seasonality, unfavorable epidemiological situation, susceptibility to bad weather conditions, economic crisis, illegal construction, theft of ceramic remains, change in the political climate, lack of enthusiasts for the valorization of the site, instability of economic and social factors due to the COVID pandemic, unpredictability of climate change, lack of investment in infrastructure development, investing in other priorities, lack of interest and identification of the local population with Colentum, and weather forecast and orientation to seasonal conditions. The reconstruction of the surrounding area and weather and climatic conditions are also identified as potential threats.

The principal value of the archeological site Colentum: The Colentum archaeological site has cultural, historical, and environmental matters. It is a protected cultural property of the Republic of Croatia and offers educational opportunities to the local population. It also promotes Murter as a destination that offers more than just "sun, sea, and sand." The site preserves the continuity of the population of Murter and its history, including its advantages and disadvantages. Additionally, it serves as proof of the importance of Murter in the nautical world and promotes drywall construction as a tradition. The site also has environmental value and encourages a more responsible attitude toward the environment. It offers educational and undiscovered destination opportunities.

The vision for the Colentum archaeological site in 5 years includes full promotion in Croatia and organized visits from nearby counties. In addition to presenting the old Liburnian and Roman city, visitors will be offered the history of Murter and the story of the natural environment. The site will be fully valorized with a developed cultural and tourist offer, visiting infrastructure, and creative programs for visitors. There will be cooperation with other subjects and stakeholders of the tourist offer on the island to develop new tourist "products." The development potential of sustainable and environmentally responsible tourism will be explored. The site may be included in the Cultural Routes of the Council of

Europe or the development of a new cultural route. There will be cooperation with educational institutions and visits to the Colentum in the program of school trips and field lessons. The site will become part of a series of Roman cultural monuments on the Adriatic's eastern coast. Implementing various volunteer programs that would contribute to the promotion is also planned. The vision includes a fully implemented Colentum Archaeological Park project with all elements, including an archaeological beach, reception center, underwater promenade, landscaped promenade on the Liburnian ramparts, built breakwater that will protect the ancient walls in the zone of splashing waves, and a landscaped arboretum. A built tourist information center AMPHORARIUM will manage the site and implement commercial and educational projects. Completed access roads, installed informative, interactive panels, registered in the protected cultural heritage or similar.

The activity proposal includes various suggestions that could contribute to the socio-economic evaluation of the Colentum archaeological site. These proposals include adding value to the park by providing interpretation through guided tours, organizing combined sightseeing with visits to nearby institutions, and organizing conferences, archaeological meetings, ecological actions, performances, manifestations, and outdoor gastronomic events. Other suggestions include completing the HISTORIC project, implementing the follow-up project HISTORIC, preparing documentation and implementing the scheme of arrangement and valorization of the Liburnian ramparts, constructing a reception center, organizing educational workshops and outdoor recreation activities, including interpretation tours, gastronomic experiences, workshops for making objects from clay, mosaic workshops, archaeological camps, events with higher education institutions, and archaeological diving. In addition, the proposal suggests connecting the broader community with the museum in Bettina and Kornati National Park through one-day trips and extracurricular classes for primary and secondary school students. Workshops on archaeology could also be held weekly with the Department of Archeology of the University of Zadar.

Identified the points of interest

The above in details elaborated process led to identifying the points of interest for the Municipality, which are: Archaeological site Colentum, the Old Military Complex on the top of Raduč hill, the National park Kornati, local restaurants, the Ethnological museum of Marko Mudronja Rebac, the event such Latin sail regatta, carnival, beached Slanica, Luke, Podvrške and Čigrađa, local hills vide magnificent belvederes, local family artisans, local NGO-s, local shipyards, Museu of wooden shipbuilding in Betina, local nautical marina, local touristic agencies, local tourist board office, regional development agency, a local agricultural cooperative, a regional organization of tourist guides and Šibenik City Museum.



OPĆINA MURTER KORNATI



KLASA: 442-01/22-01/04

UR.BROJ: 2182/18-03/01-22-1

Datum, 28.10.2022.

Sporazum o osnivanju mreže MOZAIK COLENTUMA

CILJ

Cilj Mreže MOZAIK COLENTUMA (u daljnjem tekstu Mreže) jest umrežavanje dionika koji prepoznaju vrijednosti Arheološkog nalazišta Colentum i zajedničko djelovanje na njegovoj valorizaciji i promociji.

Mreža ima status neformalnog tijela.

Mreža se osniva u okviru projekta 'HISTORIC: Heritage for Innovative and Sustainable Tourist Regions in Italy and Croatia' koji je financiran iz Programa Interreg Italija-Hrvatska 2014-2020.

ČLANSTVO

Član Mreže može biti fizička ili pravna osoba koja prepoznaje Arheološko nalazište Colentum kao vrijedan resurs i spremna je dati svoj doprinos u ostvarenju cilja mreže.

Članstvo u Mreži je dobrovoljno.

Koordinaciju Mreže preuzima Općina Murter-Kornati.

Članom se postaje pisanim iskazom interesa koji uključuje prijedlog aktivnosti za dvogodišnji period.

Članstvo prestaje na pisani zahtjev dionika.

OBVEZE

Obveze člana Mreže uključuju:

- provedbu minimalno 1 aktivnosti godišnje na prostoru Arheološkog nalazišta Colentum ili aktivnosti izvan područja kojima se promiču sastavnice ovog vrijednog resursa (npr. gastronomija, izložbe, edukacije, promotivne aktivnosti...).

- sudjelovanje na minimalno jednom sastanku godišnje

Osnivači potpisom ovog sporazuma postaju i članovi Mreže:



OPĆINA MURTER-KORNATI, TONI TURČINOV



IZO MURTER-KORNATI, MIHTEJA BARIĆ



PZ. KORNATI, MIRCO NOVKOVIĆ



POLJOPRIVREDNA ZADRUGA
 KORNATI
 zadruga za proizvodnju, trgovinu
 usluge, savjetovanje
 Butina 2 MURTER

UDRUGA ARGONAUTA, SANJA KOVAČEV Slavčev

UDRUŽENJE DAM, KRYJANA JURAGA





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EcoEduMedia
d.o.o. Murter

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